

Defense Logistics Agency Instruction



DLAI 7519
Effective October 5, 2004
Certified Current November 7, 2011
DLA Human Resources, Training

Training for Newly Appointed Probationary Supervisors

References: Refer to Enclosure 1.

1. **PURPOSE:** This instruction establishes policy and procedures for the transition and training of newly appointed probationary supervisors within the Defense Logistics Agency (DLA).

a. Recent legislation (see Enclosure 1) mandates that Federal agencies provide for the development of individuals in leadership positions and ensure training is instituted within one year of an employee's initial appointment to a supervisory position. The National Defense Authorization Act for Fiscal Year 2010 specifically directs the Department of Defense (DOD) to institute both training for new managers and supervisors, and sustainment training every three years.

b. A report by the DOD Civilian Personnel Management Services, "Manager and Supervisor Training – A Leadership Imperative," dated April 19, 2011, states that training for supervisors and managers must become a critical component of developing DOD civilian leaders. The report quotes Merit Systems Protection Board (MSPB) findings that "supervisors are expected to learn how to be a supervisor largely through trial and error. This 'catch as catch can' approach does not work in today's complex and demanding work environment. It costs productivity and negatively affects DOD's most important resource, its employees." According to MSPB research conducted from 2000 through 2010, "first-line supervisors are perhaps the most vulnerable employees within DOD." The research finds that "the weight of DOD's productivity falls upon supervisors' shoulders. Much is expected of them and success or failure is dependent on a supervisor's ability to effectively manage and lead people."

c. Summary results from DLA climate/culture surveys indicate an on-going need for additional support and development of supervisors. DLA exit surveys indicate that the quality of supervision/leadership is a major driver of employee retention and turnover in the Agency. Ensuring that DLA's newly appointed supervisors have the knowledge and skills necessary to fulfill their leadership responsibilities is a critical mission readiness and talent management issue.

d. Accordingly, the DLA Enterprise Leader Development Program (ELDP), DLA Supervisor Certification Program (Level 3) is designed to address the need for additional support and better development of supervisors in foundational leadership and human resources management knowledge and skills. The DLA Supervisor Certification Program was implemented in April 2004, and applies to all individuals newly appointed to a supervisory position beginning April 1, 2004, who are required to complete a supervisor probationary period.

e. On May 30, 2008, the Department of Defense issued the DOD Civilian Leader Development Framework and Continuum which identified the critical leadership competencies for Defense leaders. The DLA Supervisor Certification Program is aligned with this framework/continuum and furthers newly appointed DLA leaders knowledge and skills in the areas of leading change, leading people, results driven, business acumen, building coalitions, and enterprise-wide perspective.

2. **APPLICABILITY:** This instruction applies to all DLA civilian employees selected to a supervisor position in both the General Schedule and Federal Wage System, and required to serve the supervisor probationary period. The DLA Supervisor Certification Program is managed by DLA Human Resources Services, DLA Training, hereafter referred to as DLA Training.

3. **POLICY:**

a. Organizations and managers will give priority attention to the transition of newly appointed supervisors and the development of leadership skills. This will occur through a planned progression of leader development called the DLA Supervisor Certification Program. Through this transitional leader development program, foundational leadership and human resources management knowledge and skills will be sharpened in a 2-year phased approach. The DLA Supervisor Certification Program will consist of a variety of blended learning opportunities to include formal classroom training, on-line training, individualized self-development opportunities, and other types of learning activities.

b. The DLA Supervisor Certification Program will consist of four phases, with specific developmental activities outlined for each phase. The phases are: Phase 1 (first 3 months following supervisor probationary appointment); Phase 2 (4-12 months); Phase 3 (13-18 months); and Phase 4 (19-24 months). Developmental activities planned for the 1st year will include two formal classroom courses covering: (1) federal civilian human resources management; and (2) leadership/people management skills. At least one of these formal classroom courses must be completed by the probationary supervisor within the first six months of his/her supervisor appointment to the DLA Supervisor Certification Program. Both must be completed by the end of the supervisor probationary period. Enclosure 3 outlines the requirements and components of the certification program. Enclosure 4 provides guidance for the crediting of self-development electives.

c. Training and developmental activities will target competencies outlined by the DOD Civilian Leader Development Continuum at the levels of "Lead Teams/Projects" and "Lead People." These competencies are: Team Building, Accountability, Decisiveness, Influencing/Negotiating, DOD Mission and Culture, Human Capital Management, Leveraging Diversity, Conflict Management, Developing Others, DOD Corporate Perspective, and National Security Foundation.

d. The DLA Supervisor Certification Program will also provide support and assistance to newly appointed supervisors as they transition into a civilian federal leadership role. Various leadership assessment tools will be integrated into the DLA Supervisor Certification Program to help newly appointed supervisors discover and better understand their personal leadership styles, strengths, and areas for growth.

- e. All DLA supervisors newly appointed to a federal civilian supervisor position will be provided with the same developmental opportunities, with inclusion of self-development opportunities that supervisors can tailor to their individual leadership needs. Special arrangements will be provided to OCONUS supervisors as required due to technical difficulties encountered with on-line developmental activities. Formal developmental activities will be managed by DLA Training; certification program supervisors will attend required classroom courses with other program participants as specifically arranged and conducted by DLA Training.
- f. Training provided by the DLA Supervisor Certification Program will be integrated with other Agency initiatives (such as Business Systems Modernization, Enterprise Leader Development, Culture Transformation) with emphasis and focus on leadership competencies that are linked to the DLA Strategic Management System and aligned with the DOD Civilian Leader Development Framework and Continuum.
- g. Certification program supervisors will be allotted sufficient duty time during the DLA Supervisor Certification Program period to complete all developmental requirements. Sufficient duty time is defined as whatever is reasonable based on the complexity of the assignment related to the DLA Supervisor Certification Program. The managers of certification program supervisors are accountable for assisting their subordinate supervisors in balancing mission and development, such that accomplishment of all Supervisor Certification Program requirements are fully completed within designated program timeframes.
- h. Completion of DLA Supervisor Certification Program developmental activities for Phases 1 and 2 are required for satisfactory completion of the supervisor probationary period.
- i. The DLA Supervisor Certification Program will automatically apply to supervisors newly assigned to a supervisor probationary period beginning April 1, 2004, and after. Participation in the program for probationary supervisors is mandatory. Organizations wishing to register into the program any other supervisors not serving the supervisor probationary period may submit a written petition to DLA Training for consideration. Approval will be based upon available program management resources and agreement of the organization to fund training costs associated with program participation.
- j. Supervisors serving a temporary promotion/appointment of over 90 consecutive days, up to 180 consecutive days (i.e., over 3 months in duration, and up to 6 months in duration, by a single or consecutive temporary appointment actions) are required to complete Phase 1 of the DLA Supervisor Certification Program. If the temporary promotion/appointment is extended beyond 180 days, up to one year in duration, the supervisor is required to complete the formal course on human resources management, as outlined for Phase 2 of the DLA Supervisor Certification Program. If the temporary promotion/appointment continues in duration beyond one year, the supervisor will complete the second formal course in leadership/people management skills, and be included by DLA Training in developmental activities outlined for Phases 3 and 4 of the DLA Supervisor Certification Program.
- k. Supervisors serving an initial temporary promotion/appointment of one year are required to complete Phases 1 and 2 of the DLA Supervisor Certification Program, to include the two formal classroom courses. Upon permanent appointment to a supervisory position, or if the temporary

promotion/appointment continues in duration beyond one year, these individuals will complete Phases 3 and 4 of the DLA Supervisor Certification Program.

l. All requirements of the DLA Supervisor Certification Program will be completed within two years of the effective date of the supervisor probationary period. Extensions of up to six months may be approved by DLA Training on a limited case-by-case basis as warranted by extenuating circumstances. Extensions must be requested in writing by the certification program supervisor, forwarded through the manager of the certification program supervisor, and endorsed by the second level manager. Extensions may be requested and granted in no more than 45 day intervals, unless circumstances clearly warrant a longer extension, such as, military deployment with a defined end-date, documented extended medical absences, and other similar situations.

m. Developmental requirements outlined for the DLA Supervisor Certification Program are in addition to any other Agency or organizational required training, such as annual ethics training, information assurance training, and safety training.

n. Tuition and program management costs associated with the DLA Supervisor Certification Program requirements will be reimbursed by the certification program supervisor's organization to DLA Training. Reimbursement will be accomplished by budget-based transfer for all organizations except DLA Energy and DLA Document Services, which will be accomplished by MIPR. Associated travel and per diem costs will be funded by the supervisor's organization.

o. DLA employees who are not part of the DLA Supervisor Certification Program may be registered for the two formal courses that are part of the Supervisor Certification Program to the degree that seats remain unfilled by certification program supervisors within 30 days of a session's start date. Tuition costs for attendance of non-certification program by supervisors will be reimbursed to DLA Training.

p. Probationary supervisors will be provided with the opportunity to telework in order to focus on and complete DLA Supervisor Certification Program requirements, subject to approval by the managers/approving officials.

q. If a certification program supervisor is involuntarily assigned out of a supervisory position during the probationary period due to performance or conduct, and subsequently assigned to a supervisory position at a later point, the individual will be required to complete all DLA Supervisor Certification Program requirements, to include any required courses already taken during the initial probationary assignment.

r. Participants in the DLA Supervisor Certification Program will maintain a program checklist to record completions of program requirements. This checklist will be signed by the manager of the certification program supervisor prior to submission to DLA Training. The manager's signature represents authentication of the accuracy and completion of all program requirements and certifies that the supervisor's performance and conduct are at a satisfactory level in his/her supervisory position. Participants will be presented with a program certificate only when all requirements have been fully completed and performance/conduct are at a satisfactory level.

s. Completion of DLA Supervisor Certification Program requirements will be acknowledged by

a Certificate of Achievement signed by the DLA Vice Director and a memento that is presented publicly in a local recognition forum/ceremony.

t. The DLA Learning Management System (LMS) will be used to record program requirements and completions. Its accuracy is based on information provided by the certification program supervisor and input by DLA Training upon successful completion of requirements.

4. RESPONSIBILITIES: The DLA Supervisor Certification Program represents a partnership between DLA and each newly appointed supervisor, and the probationary supervisor and his or her manager. All parties must work together to ensure that the goals of the DLA Supervisor Certification Program are accomplished. The training and development of newly appointed DLA probationary supervisors is a mission-essential priority during the 2 year DLA Supervisor Certification Program period. Each direct manager of each probationary supervisor is accountable for ensuring that certification program requirements are completed fully and within timelines established by the DLA Supervisor Certification Program Guide.

a. DLA Senior Leaders have the following responsibilities:

(1) Ensure the development of supervisors is a mission-essential priority.

(2) Provide on-going program management through DLA Training and allocate funding that adequately covers required developmental components of the DLA Supervisor Certification Program.

(3) Utilize the DLA Supervisor Certification Program to reinforce the supervisor probationary period required of all first-time appointed federal civilian supervisors.

(4) Ensure that certification program supervisors are supported by their managers in the balancing of training and mission requirements, and complete all DLA Supervisor Certification Program activities within the timeframes designated by the program.

b. DLA Training has the following responsibilities:

(1) Design the components of the DLA Supervisor Certification Program to constitute approximately 160 hours of developmental activities rolled-out over a 2 year period of time, beginning with the initial appointment of the probationary supervisor. Align developmental activities to build foundational leadership knowledge and skills, and further a common leadership culture throughout the Agency.

(2) Establish, update, and issue the DLA Supervisor Certification Program Guide that describes the program's purpose, design, and developmental objectives.

(3) Ensure newly appointed supervisors are notified upon their appointment to a supervisor probationary period of the requirements of the DLA Supervisor Certification Program.

(4) Educate newly appointed probationary supervisors and DLA leadership on the DLA Supervisor Certification Program, to include conducting regular orientation sessions for DLA

Supervisor Certification Program participants and managers.

(5) Arrange for learning activities that are centrally managed to meet the needs of all DLA Supervisor Certification Program participants and maintain an annual training calendar.

(6) Periodically review components and administration of the DLA Supervisor Certification Program and modify or adjust as required to reflect current and future enterprise leader development needs.

c. The manager of a supervisor covered by the DLA Supervisor Certification Program has the following responsibilities:

(1) Make the development of each newly appointed probationary supervisor a mission-essential priority and ensure the satisfactory completion of all DLA Supervisor Certification Program requirements within established timeframes.

(2) Collaborate with the certification supervisor to schedule required developmental activities and plan for individualized self-development electives.

(3) Assist the supervisor in the certification program in managing workload and delegating assignments so that all requirements of the DLA Supervisor Certification Program are met during the 2-year period of the program.

(4) To the degree possible, support the certification program supervisor in the use of telework for completing DLA Supervisor Certification requirements that can be accomplished away from the work site.

(5) Monitor the progress of the supervisor and provide regular coaching and feedback on ways to build and strengthen leadership competencies.

(6) Accomplish quarterly progress reviews during the supervisor probationary period and the final probationary period assessment at the end of the supervisor probationary period.

(7) Remediate deficient supervisor performance to a satisfactory level, or remove individual from a supervisory position prior to the end of the supervisor probationary period if performance remains deficient in any DLA managerial competency, or if the probationary supervisor fails to complete mandatory training requirements designated by the DLA Supervisor Certification Program.

(8) Ensure the certification supervisors complete requirements of the DLA Supervisor Certification Program within the designated 2-year duration of their program participation.

d. The supervisor in the DLA Supervisor Certification Program has these responsibilities:

(1) Ensure that development as a supervisor is a priority and ensure the satisfactory completion of all DLA Supervisor Certification Program requirements.

(2) Plan, schedule, and accomplish developmental activities in accordance with the requirements and phases outlined in the DLA Supervisor Certification Program Guide.

(3) Keep the manager apprised of progress in completing DLA Supervisor Certification Program requirements and together brainstorm options for overcoming obstacles encountered.

(4) Collaborate with the manager in identifying, planning, and accomplishing required individualized self-development electives.

(5) Discuss with the manager leadership goals and developmental strategies for accomplishing those goals.

(6) Fully participate in all developmental activities required by the DLA Supervisor Certification Program, challenge your assumptions, and expand your support network of peers.

(7) Develop a post-certification IDP/Leader Development Plan that identifies targeted leadership competencies and activities to pursue for fulfillment of the DLA Continuous Learning Requirement for Supervisors.

5. PROCEDURES: Refer to Enclosure 2.

6. EFFECTIVE DATE: This Instruction is effective immediately.

Director, DLA Enterprise Support
October 5, 2004

Deputy Director, Human Resources
November 7, 2011

4 Enclosures

Enclosure 1 – References

Enclosure 2 – Procedures

Enclosure 3 – DLA Supervisor Certification Program Components

Enclosure 4 – Guidelines for Crediting Continuous Learning Leadership Activities

Enclosure 1
References

1. 5 Code of Federal Regulations, Chapter I, Part 412, Subpart A, Sections 412.101 – 103, Executive, Management, and Supervisory Development.
2. 5 United States Code, Chapter 41, Training.
3. DLA Instruction on Probationary Period for New Supervisors/Managers, approved May 23, 2003.
4. The Federal Supervisor Training Act of 2009 (Senate Resolution 674).
5. The National Defense Authorization Act for Fiscal Year 2010, Section 1113, Development of Training Program for Managers and Supervisors.
6. Department of Defense Instruction 1430.16, Growing Civilian Leaders, November 19, 2009.
7. DOD White Paper for the Under Secretary of Defense for Personnel and Readiness, “Manager and Supervisor Training – A Leadership Imperative,” April 19, 2011, developed by the Civilian Personnel Management Service, Office of the Secretary of Defense.
8. Department of Defense CPM 412, Civilian Leader Development.
9. Department of Defense (DOD) Civilian Leader Development Framework and Continuum, dated May 30, 2008.
10. United States Merit Systems Protection Board Report to the President and the Congress of the United States, “A Call to Action: Improving First-Level supervision of Federal Employees,” July 21, 2010.
11. DLA J1 Memorandum for All DLA Supervisors, dated March 17, 2005, subject: Continuous Learning Requirement for Supervisors.

Enclosure 2 Procedures

1. DLA Human Resources Services, DLA Training manages the DLA Supervisor Certification Program and annually updates the DLA Supervisor Certification Program Guide to reflect any changes in program management. DLA Training accomplishes funding and contractual actions necessary to ensure that training courses and developmental activities are available to meet the needs of c program participants. By the beginning of each fiscal year, DLA Training issues an annual training calendar that indicates the schedule for all formal training courses included in the DLA Supervisor Certification Program.
2. Within 30 days after the supervisor probationary appointment effective date, the probationary supervisor and his/her manager receive and review the supervisory probationary period appointment letter, DLA Supervisor Certification Program Guide, and the New Supervisor's Toolkit. The supervisor and manager complete and sign a receipt acknowledgement memorandum that is returned to DLA Training.
3. The certification program supervisor and manager review the Probationary Supervisor and Manager Partnering Agreement template and engage in a collaborative discussion that addresses the information needs and expectations of both the new supervisor and the manager. The partnering agreement is completed and signed within 30 days of appointment. This partnering agreement is reviewed by the certification program supervisor and his/her manager at each quarterly progress review discussion.
4. The manager provides a copy of the position description and performance plan/objectives to the probationary supervisor within 30 days after appointment. The manager discusses his/her performance requirements for the probationary supervisor's satisfactory performance as defined by the performance plan critical elements/job objectives.
5. DLA Training assigns the certification program curriculum to the supervisor's Learning Management System learning plan. The manager and certification program supervisor discuss any additional developmental activities that should be added to the learning plan.
6. The certification program supervisor schedules and completes required 1st year DLA Supervisor Certification Program developmental requirements (Phases 1-2). As developmental activities are completed, the supervisor annotates completion to the DLA Supervisor Certification Program Checklist and obtains the manager's initials.
7. The manager of the probationary supervisor accomplishes quarterly progress review discussions with the certification program supervisor at the end of 3, 6, 9, and 12 months of the first year of appointment. At approximately the 10th month of the probationary period, DLA Training forwards a probationary period assessment memorandum to the manager for completion at the end of the probationary period. The assessment certifies that the probationary supervisor demonstrates satisfactory performance and has completed the required 1st-year certification program training. Based upon satisfactory completion of the probationary period, the certification program supervisor begins the second year of the DLA Supervisor Certification Program.
8. The certification program supervisor schedules and completes required 2nd year DLA Supervisor

Certification Program developmental requirements (Phases 3-4). As developmental activities are completed, the supervisor annotates completion to the checklist and obtains the manager's initials.

9. At the end of the 2 year certification program, the supervisor completes the certification program checklist and prepares a Post-Certification Leader Development Plan that identifies targeted leadership competencies and activities to pursue for fulfillment of the DLA Continuous Learning Requirement for Supervisors. Both documents are forwarded to the certification program supervisor's immediate manager for signature, and endorsement by the second level manager. The signatures of the immediate manager and second level manager certify that all training requirements have been fulfilled and that the performance and conduct of the certification program supervisor is at a satisfactory level.

10. The completed and signed IDP and checklist are forwarded to DLA Training within 30 days after completion of the 2 year DLA Supervisor Certification Program. The checklist serves as the basis for approval of the DLA Certificate of Achievement, signifying successful completion of the DLA Supervisor Certification Program.

11. DLA Training reviews the checklist, ensuring that all requirements for the certification have been met, and inputs completions to LMS. Verification of formal training courses will be accomplished within the DLA LMS. Any discrepancies must be resolved by DLA Training with the manager of the certification supervisor prior to approval of the certificate.

12. DLA Training notifies organizations monthly of checklists which are due and those which are in an overdue status. Checklists which are overdue by 90 days are reported through the Director, DLA Human Resources to the Director/Commander of the certification supervisor for resolution.

13. A DLA Certificate of Achievement is prepared by DLA Training and signed by the DLA Vice Director in recognition of the supervisor's program completion. Following signature, the Certificate of Achievement is forwarded to the supervisor's organization for presentation.

14. If prior to presentation of the Certificate of Achievement, a supervisor's performance or conduct falls to a less than satisfactory level, the certificate will not be presented to the certification program supervisor until such time that the second-level manager endorses in writing to DLA Training that performance or conduct has improved and been sustained at an acceptable level.

15. The certification supervisor's organization formally presents the signed DLA Certificate of Achievement and memento to the certification program graduate in a public forum.

16. When the supervisor completes the DLA Supervisor Certification Program, he/she falls within coverage of the DLA Continuous Learning Requirement for Supervisors, established by the ELDP Level 4. This requirement establishes every DLA supervisor to complete at least 20 hours of leadership-related development activities each year. Accordingly, results of the multi-source feedback assessment administered to the certification program supervisor during the 2nd year of the DLA Supervisor Certification Program will form the basis for the supervisor's post-certification continuous learning development plan.

Enclosure 3
DLA Supervisor Certification Program Components
As of October 2011

Trigger: Appointment to a supervisor probationary period as documented by the SF-50 Notification of Personnel Action

Time 1 of 360 Leadership Development Survey (Multi-Source Feedback)

Time 2 of 360 Leadership Development Survey (Multi-Source Feedback)

Phase 1: First 3 Months

Phase 2: 4-12 Months

Phase 3: 13-18 Months

Phase 4: 19-24 Months

Supervisor Probationary Period Reinforcement

- . Appointment Letter and Welcome Email;
- . Probationary Supervisor and Manager Partnering Agreement;
- . Performance Standards & Dialogue;
- . Quarterly Progress Reviews;
- . End-of-Probationary Period Assessment

- . Certification Orientation Teleconference (1½ hrs)
- . New Supervisor Toolkit/Collaboration Site
- . On-Line HRM Modules (15 hrs)
- . Recommended: Books 24/7, "The First 90 Days"
- . New Supervisor Sponsor/Mentoring

- Formal Courses:**
- . Applied HRM for Supervisors (40 hrs)
 - . Leadership Education and Development (32 hrs)

- . Multi-Source Feedback Information & Results Teleconferences (2 hrs)
- . 1st MSF Survey
- . 1-on-1 Executive Coaching (4 sessions)
- . Ninth House Network (11 on-line courses for 25 hrs)

- . Individualized Self-Development Electives (24 hours)
- Note: Electives will include Behavior Based Interviewing Training (see box below)*
- . 2nd MSF Survey
- . Post-Certification Leadership Development Plan
- . Graduation

YEAR 1

YEAR 2

Creditable toward the 24-hours individualized self-development elective requirement

- . **Behavior Based Interviewing**, Required, 11 hours total as follows: 3-hour SkillSoft course, "Preparing for the Behavioral Interview" plus a 1-day instructor-led classroom course
- . **Peer Coaching**, Optional 2-day classroom course, followed by six 1-hour peer coaching team sessions, plus two optional 1-hour reunion teleconference calls
- . **Managing Time for Supervisors**, Optional 2½-day classroom course with follow-on time partnerships
- . **Civil Treatment for Supervisors** and **The Legal Record for Supervisors**, Optional courses, each course is 1-day in length. Supervisors may attend one or both courses.
- . Additional **Ninth House Network** courses (up to 15 ½ hours available)
- . Other **SkillSoft** courses and **Books 24/7**

Enclosure 4
Guidelines for Crediting Continuous Learning Leadership Activities

There are many approaches to achieving your Individualized Self-Development Electives. While it is not feasible to address every situation, the following general guidelines will apply. Unique situations not listed below need to be worked out between the certification program supervisor and his or her manager. Selection of self-development electives will be targeted to specific behavioral leadership goals, based upon the results of the supervisor's multi-source feedback results.

CREDITABLE LEARNING ACTIVITIES	CREDIT HOURS (CH)
Feedback and Relationship Building	
Serve as Mentor; Be Mentored or Professionally Coached; Join a Peer Coaching Group	1 CH per hour of coaching/mentoring session (maximum of 10 CH per year)
Teaching; Lecturing; Conference/Workshop Presentations (Not routine briefings/presentations.)	2 CH per hour (maximum 8 CH per day and 20 CH per year)
Experience	
On-the-job experiential assignment (developmental experiences gained while on the same job—see Leader Development Guides for suggestions)	10 CH per assignment
Rotational Assignment (Professional Enhancement Program (PEP), Training With Industry, or other)	20 CH per assignment
Integrated Process Team (IPT)/special project leader	15 CH per assignment (maximum of 15 CH per year)
Integrated Process Team (IPT)/special project member/leadership or supervisory council member	10 CH per assignment (maximum of 10 CH per year)
Leadership positions (officer) on a DLA or private group (e.g., supervisor council, toast masters, parent teachers association, home owners association).	10 CH per Assignment (maximum 10 CH per year)
Article/essay published	2 CH per article (maximum of 10 CH per year)
Training	
Academic courses (linked to leadership/managerial competencies)	10 CH per Quarter Hour 10 CH per Semester Hour 10 CH per continuing education unit (CEU)
Training courses/modules—classroom, computer based, video, correspondence (linked to leadership/managerial competencies)	1 CH per hour of instruction 10 CH per CEU
Symposia/workshop/conference attendance (linked to leadership/managerial competencies)	1 CH per hour (maximum 4 CH per day and 10 CH per year)
Reading or listening to books or viewing videos (linked to leadership/managerial competencies)	1 CH per book or video (maximum 15 CH per year)
Please note that awarding continuous learning hours for attendance at or participation in activities such as routine, work-related briefings, meetings, working groups, etc. which are in conjunction with performance of the supervisor's daily duties, is not acceptable. The learning activities must be directly related to enhancement of leadership competencies which are over and above those acquired in your day to day work.	